

Business For A  
**Better Canada.**  
Leadership  
For A **Better World.**

A large, three-dimensional maroon sign spelling 'TELFER' is the central focus. The letters are thick and blocky. The sign sits on a base with four colored sections: green, teal, yellow, and purple. The purple section has the text '#TelferUOttawa' and '@Telfer\_uOttawa' in white. A white text overlay is centered over the sign. The background shows a stone building, trees with green leaves, and a bench.

2026–2028 Strategic Plan  
Telfer School of Management  
University of Ottawa

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## Produce Research That Matters

We have achieved an impressive research momentum and soon, our reputation will catch up to this undeniable fact.

## Provide the Richest Possible Learning Experience

In the past three years we have redesigned all of our programs, focusing on innovative and flexible curricula. Our recipe is working.

## Operate as a Green, Healthy, Happy and Prosperous Organization

We are dedicated to fostering an environment where we operate as a green, healthy, happy and prosperous organization.

## Matter to the Communities That We Serve

We are now deeply embedded in our community. Telfer graduates, organizations in Ottawa and beyond, and community partners increasingly rely on us.



# From the Dean

Four years ago, we shared the bold ambitions and actions that would shape the future of the Telfer School of Management and achieve our vision for a better Canada – a greener, healthier, happier and wealthier nation for all. Over that time, thanks to the collective, coordinated, passionate, and purposeful efforts from staff, students, faculty, and countless other stakeholders, we have made incredibly meaningful and lasting progress across all facets of our organization.

Some of this progress is conspicuous and tangible; for example, our vision and pillars becoming both deeply ingrained into the day-to-day pulse of life on campus and truly integrated into our curriculum and programs, and some is more nuanced or ancillary, but by no means less important. As we look to what comes next, I am extremely proud to share some highlights of this progress, and even more proud of the collaboration and determination that fostered these foundational outcomes in the face of some rather significant, and prevailing headwinds.

As a result, our intention with this 2026-2028 Strategic Plan is to not deviate or re-invent, but to build on our momentum and to serve as a natural evolution to our vision. While realizing a better Canada remains a keystone of our strategy, our role as an institution, a community, and a country has also become increasingly critical on the global stage. The world increasingly looks to Canada for leadership, and those who currently inhabit our walls are setting a new leadership standard that will permeate their teams, their organizations, and their communities to help contribute to a better world.

Our role together is to carry this momentum forward, to work in lockstep towards our goals, and to let the world know that Telfer has truly arrived as one of the preeminent business schools in Canada. I thank you in advance for your collaboration in continuing to help make the bold ambitions in this plan a reality, and helping shape both a better Canada and a better world.

*Stéphane Brutus*

# Building on a Strong Foundation

We are proud to share some notable successes from 2022-2025, which inform and shape our ongoing objectives, and invite you to learn about each more comprehensively.



## Overall

Firmly solidifying Desmarais Building (DMS) as home base for Telfer students, as well as seeing marked increases in faculty members; fellowships, professorships and chairs; and research funding.

[See More](#)

## Research

Significant increases in PhD funding and successful grants helped to deliver more impactful research programs and innovative pedagogy, as well as doubling enrollment for our Master of Science in Management program.

[See More](#)

## Programs

Vastly expanding experiential learning opportunities, creating five new microprograms, and ensuring direct linkages with our pillars in syllabi have helped increase workplace preparedness; and we've made significant progress in our aim to unlock knowledge in a bilingual environment through increasing both cohort sizes and course sections available primarily in French.

[See More](#)

## Development and Community Engagement

Surpassing fundraising targets, securing transformational gifts, hosting events rooted in strategy and relevancy for attendees, and launching Telfer United.

[See More](#)

## Administration

Creating a 'red tape committee' to increase efficiencies in day-to-day operations, launching several internal taskforces to further integrate our pillars into our processes, and increasing focus on recruitment, development, and retention for those who drive Telfer forward.

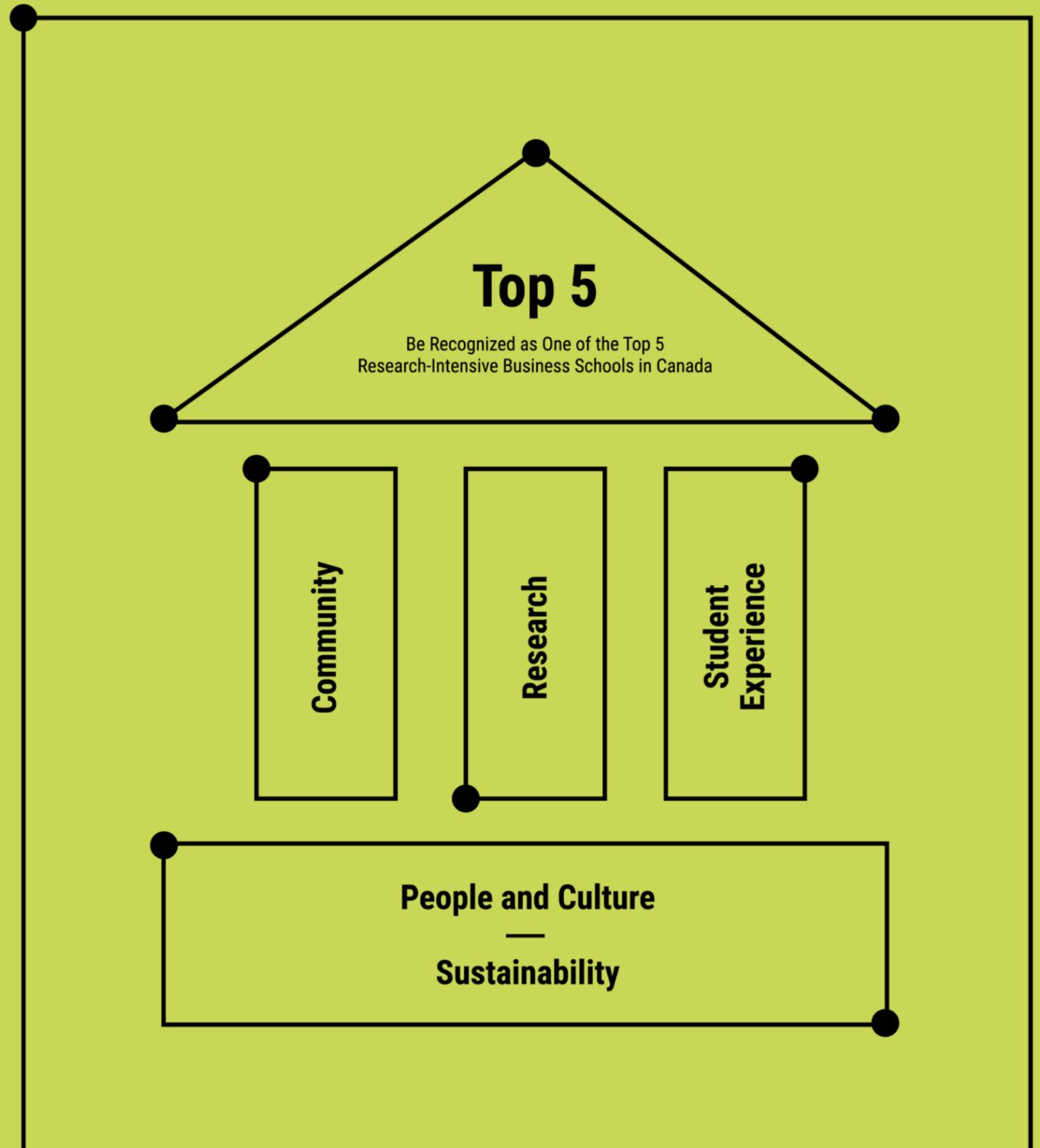
[See More](#)

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# *Building a Better Telfer Strategic Framework*

Our objectives are not mutually exclusive. They are interconnected, interrelated, and intersectional. They rely on common elements, resources, and foundational capabilities. Progress in one permeates the others and lifts us to collectively higher results. Our new Strategic Framework has been designed to reflect these realities and to illustrate to our stakeholders the tangible impacts of their contributions.

Figure: Telfer Strategic Framework



## Collaborative Stakeholder Engagement

In the fall of 2024, we initiated the process to assess, adapt, and evolve our strategic plan as we entered the next phase in our journey. As was the case with our prior plans, and rooted in our belief that we can only be better *Together*, a robust and collaborative approach was undertaken in order to glean the necessary perspectives, insights, and input from the broader Telfer community:

Subject-matter experts created the first draft of their respective sections, which were then consolidated into a master working document. These draft elements were thoroughly reviewed by full- and part-time faculty, staff, alumni, and student representatives via online and in-person consultation sessions in early 2025.

All told, hundreds of stakeholders were engaged throughout the process, and we are deeply grateful to them for making the time and effort to help shape our collective future. We would also like to thank Part-Time Professor (Long-Term Appointment), Murray Kronick, a leading expert in the fields of management consulting and strategic planning, for supporting Telfer's leadership team in developing this plan.

This collaborative and consultative approach formed the basis of this Strategic Plan, informed its core elements, and is deeply integrated into our guiding principles:

## Mission

Telfer creates and disseminates knowledge in a bilingual environment for the betterment of all our communities.

## Vision

A greener, healthier, happier, wealthier and more prosperous Canada for all.

## Tagline

Business for a Better Canada. Leadership for a Better World.

## Values

**We are:**

Respectful

Community-minded

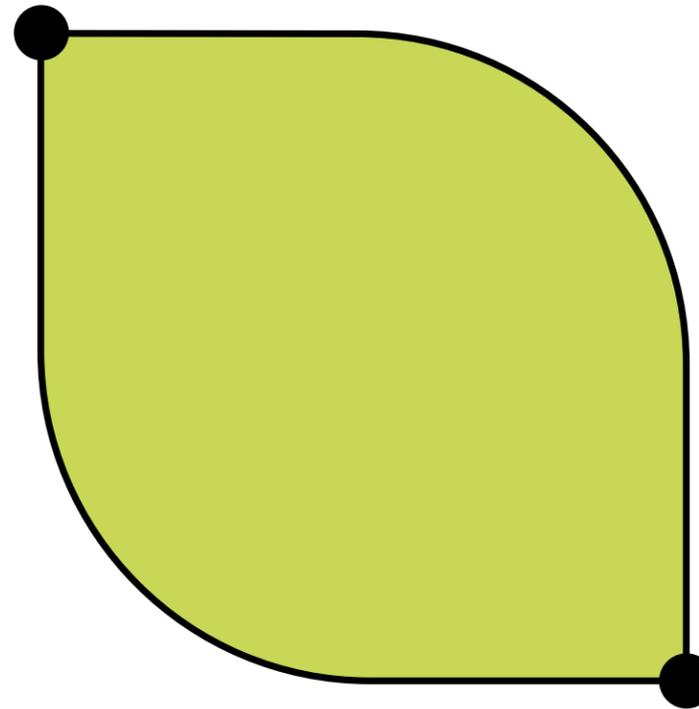
Diverse and Inclusive

Experientially-oriented

Sustainable



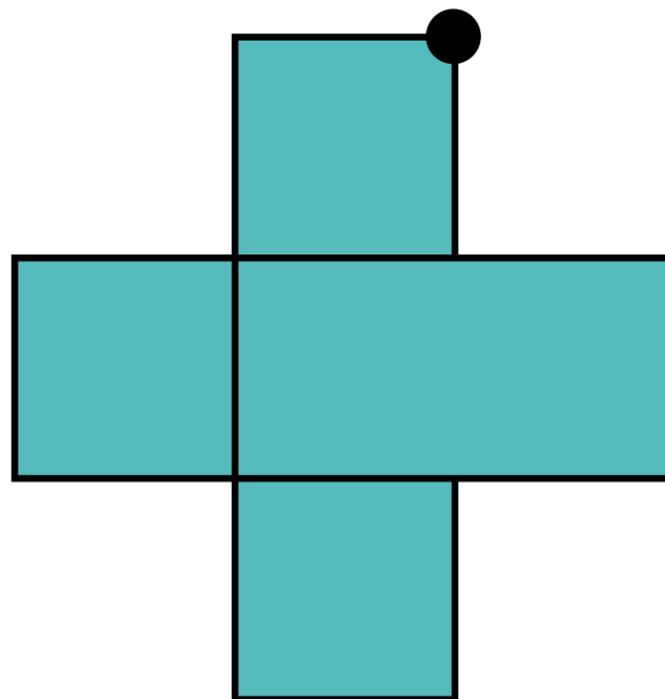
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## Greener

Telfer's global vision includes a sustainable future. It is our shared responsibility to make decisions today that prioritize the well-being of the environment, the economy, and the generations to come, through responsible choices and diverse and inclusive practices. In a world where globalization, digital transformation and climate impacts are accelerating at an unprecedented pace, we are demonstrating our commitment to a greener world by equipping leaders, generating new insights and driving impact through better business practice, policy, and partnerships.

[telfer.uottawa.ca/en/better-canada/greener/](https://telfer.uottawa.ca/en/better-canada/greener/)

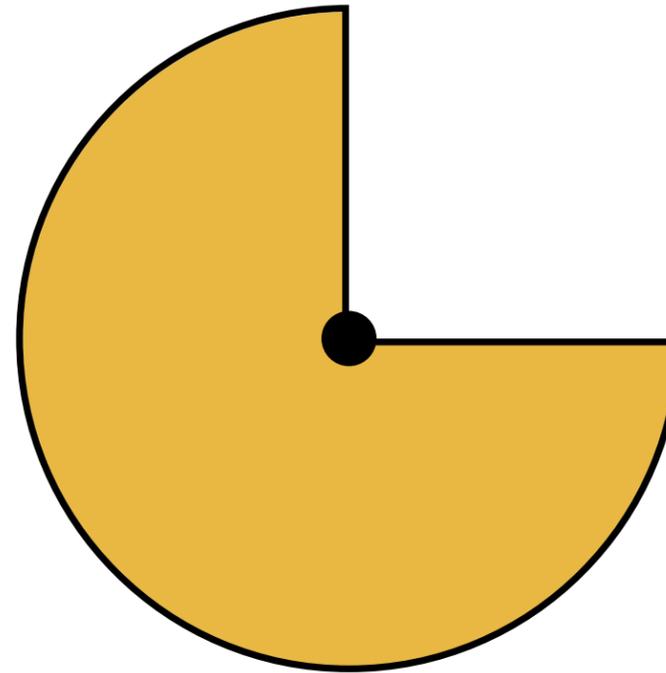


# Healthier

Telfer’s vision for a healthier Canada includes a strong healthcare system and tools to ensure the well-being of all Canadians. We envision a holistic transformation of our health systems, to deliver efficient health services and optimal patient outcomes. We are leaders in health systems innovation as well as management research and education. In collaboration with hospitals, practitioners, administrators, researchers, and community groups, our innovative solutions will lead to a healthier Canada, and by extension, a healthier world.

[telfer.uottawa.ca/en/better-canada/healthier/](https://telfer.uottawa.ca/en/better-canada/healthier/)

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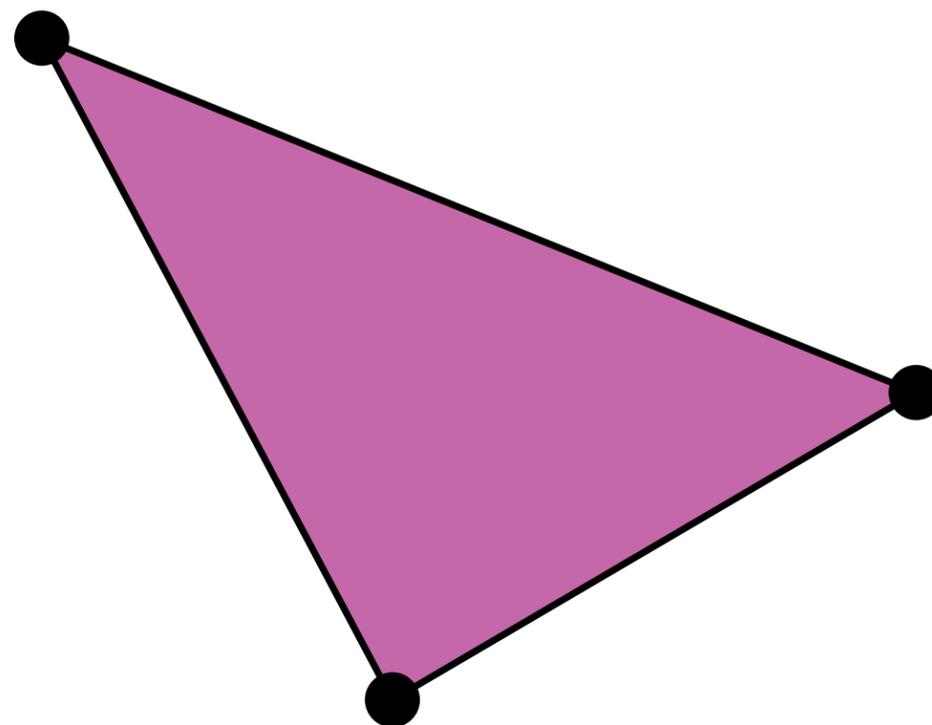


# Happier

Telfer’s vision for a happier world includes accessible and welcoming workplaces where employee well-being is a priority. Through research, we’re developing the knowledge and trainings necessary to build more inclusive work environments, then weaving it through our programs and activities so that every member of Telfer Nation can contribute to a strong, healthy, and productive workforce.

Professors, students, staff, alumni, and partners can all work together for a happier world.

[telfer.uottawa.ca/en/better-canada/happier/](https://telfer.uottawa.ca/en/better-canada/happier/)



# Wealthier

Telfer’s vision includes innovative and sustainable global economic growth. To meet the needs of our stakeholders – both at home and abroad – leaders and decision-makers need to value diverse ideas and inclusive entrepreneurship. We can lead by example and capitalize on our rich potential, including the next generation of entrepreneurial families. We are contributing to a wealthier and more prosperous future by building strong partnerships, supporting impactful research, and providing exceptional learning opportunities.

[telfer.uottawa.ca/en/better-canada/wealthier/](https://telfer.uottawa.ca/en/better-canada/wealthier/)



# Building a Better Telfer

Our ambitions may be bold, but they are matched by our will and belief that they can be achieved. Our strategy, as well as our overarching intention, comes to life through our best-in-class programs and initiatives, delivered by the passionate people and dedicated resources we have at our disposal.

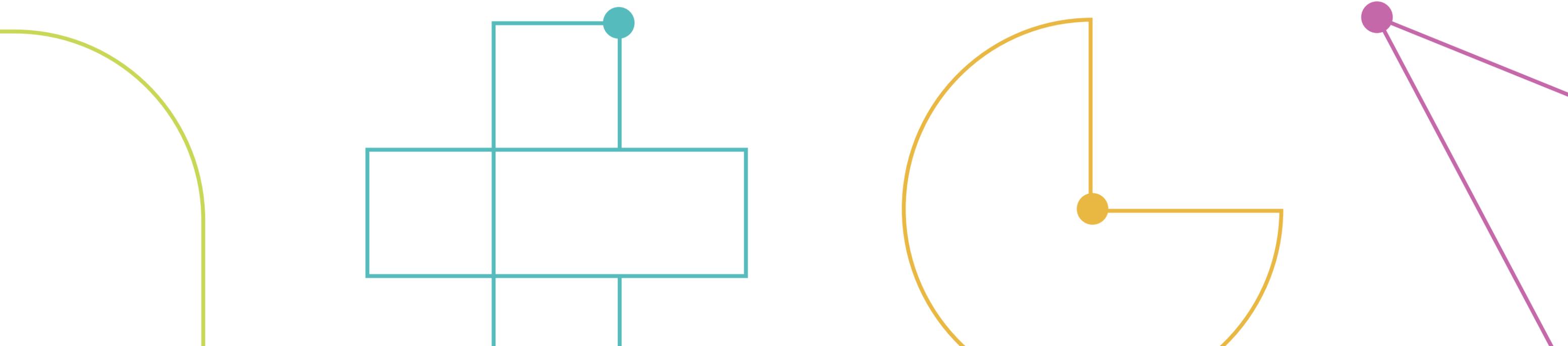
What follows are our specific objectives for the duration of this plan, examples of initiatives that will support them, and how we intend to objectively measure our successes.

# Our Overarching Intention

Be recognized as one of the top 5 research-intensive business schools in Canada through our vision and four core pillars

- ✔ Strive to produce impactful research
- ✔ Differentiate the Telfer School of Management through experiential learning across all programs, in order to increase student employability and enhance our reputation
- ✔ Preserve and, in some programs, grow student enrolment by focusing on student recruitment and retention
- ✔ Reinforce our infrastructure (facilities, administration, and services) to sustain our progress in research and programs
- ✔ Support our people and culture for fulfilment and a high level of engagement
- ✔ Strengthen the School's commitment to Sustainability

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Research and Graduate Research Programs

# Produce Research That Matters

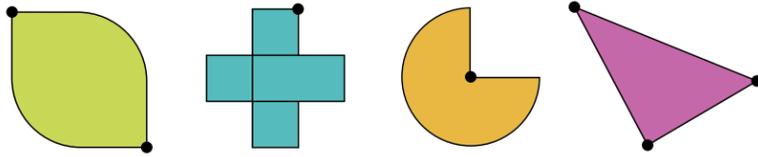


**We have achieved an impressive research momentum and soon, our reputation will catch up to this undeniable fact.**

We will expand and strengthen our research activities thereby enhancing our capacity for impactful scholarship and the training of the next generation of scholars. We will provide more assistance for our researchers by increasing capacity in our Research Office to support large grant submissions, strengthen integration of Knowledge Mobilization resources and strategies at both the school and individual levels, and provide more comprehensive post-award support, thereby enabling Telfer professors to concentrate efforts on the highest caliber of research activities. In parallel, we are committed to strengthening the quality of training within our MSc and PhD in Management programs, ensuring that our students are well-prepared to contribute meaningfully to their fields.

## Objectives

- ✔ Continue to develop and support research groups aligned with the four pillars
- ✔ Increase support for research activities that have impact within and beyond the academic community
- ✔ Increase support for Sustainability-focused research
- ✔ Increase Knowledge Mobilization Support Structures at the school, researcher, and student levels
- ✔ Strengthen our research culture
- ✔ Strengthen the PhD and MSc in Management programs

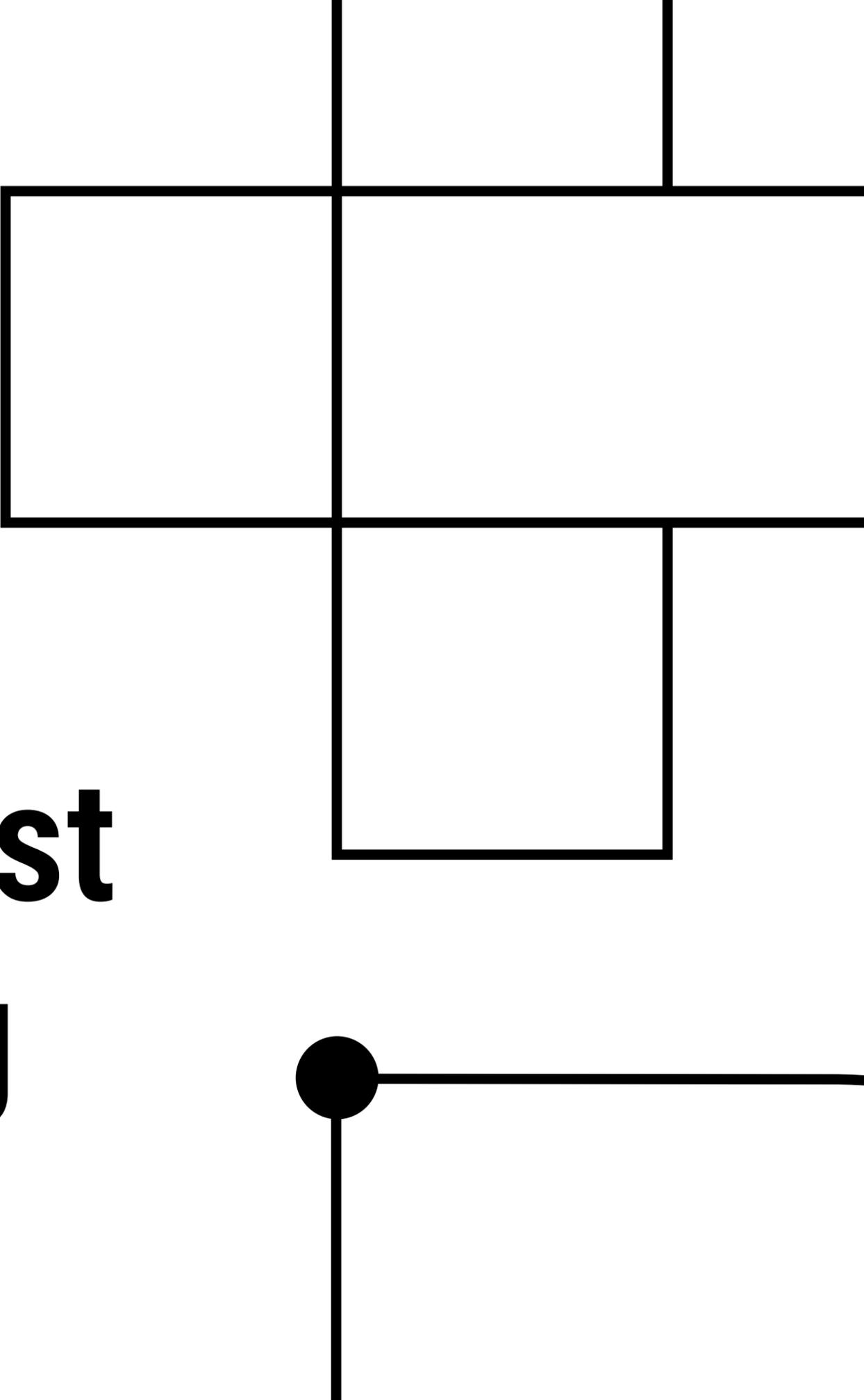


## Preliminary Initiatives

- Develop infrastructure that will encourage new, and support existing, research groups to apply for large grants (PI at Telfer)
- Introduce new seed funding programs and dedicate staff hours to support Knowledge Mobilization activities and partnerships with non-academic stakeholders
- Implement additional funding models for PhD students to increase student quality and enrollment
- Expand on training offered to professors, PhD, and MSc students on Knowledge Mobilization strategies
- Institutionalize supervision practices to ensure better preparation of PhD students for the job market
- Introduce new scholarships for research in Sustainability

## Preliminary KPIs

1. Number and dollar amount of grants received by Telfer PI
2. Quality of publications by Telfer professors as measured by comprehensive journal rankings and impact factors
3. Indicators of impact on research end-users such as policymakers, industry partners, and community members
4. Number of professors, PhD and MSc students receiving KMB-specific training
5. Number and type of Knowledge Mobilization activities led by research groups, and individual professors and PhD students
6. Number and type of Knowledge Mobilization events held by research groups and individual professors
7. Quality of placement of PhD and MSc students
8. Quality of publications and conference presentations involving PhD students
9. Percentage of PhD and MSc students graduating on time



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Teaching and Professional Programs

**Provide the Richest  
Possible Learning  
Experience**



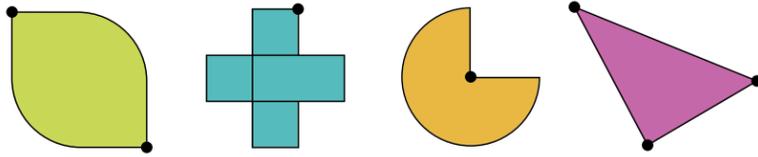
**In the past three years we have redesigned all of our programs, focusing on innovative and flexible curricula. Our recipe is working.**

We do experiential learning exceptionally well and this pedagogical approach is not only attractive for prospective students but also ensures graduates have the necessary competencies to be successful contributors in making Canada (and the world) greener, healthier, happier, wealthier and more prosperous. We are now expanding this approach by embedding career readiness as a defining feature and equipping our students with AI literacy, competency, and fluency to meet the evolving demands of an AI-augmented economy. We continue pursuing the development of new programs, microprograms, and/or options focusing on revenue-generation, and collaboration with other units/institutions. Special attention will be given to student recruitment and retention. We will also aim to expand our presence internationally in order to further strengthen our global reach and diversify our student population.



## Objectives

- ✔ Further integrate the four pillars into our program offerings and delivery/activities
- ✔ Develop attractive programs, microprograms, or options
- ✔ Focus on student retention
- ✔ Increase Sustainability content in all programs
- ✔ Position career readiness as a key outcome of Experiential Learning for all undergraduate students
- ✔ Embed AI literacy, competency, and fluency development into all programs



## Preliminary Initiatives

- Provide a minimum of 4 meaningful experiential learning opportunities for all students in the BCom program
- Develop an Experiential Learning Hub
- Further 'greening' of our MBA and BCom curriculum
- Create a Real Estate Management microprogram
- Develop joint MBA-type offerings with other faculties (e.g., Law, Medicine, and FSS)
- Direct entry to francophone MBA in North Africa using role-based modules

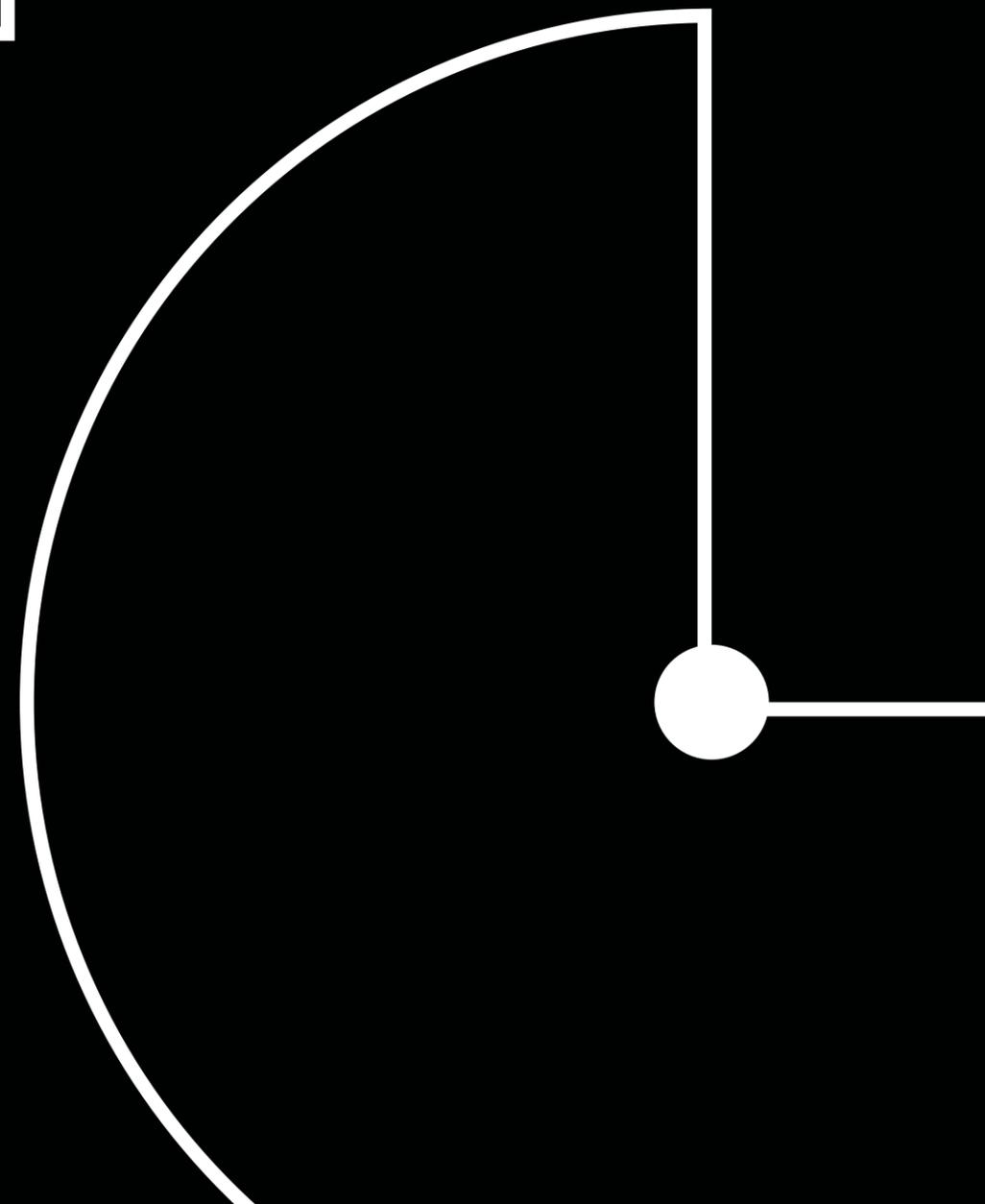
## Preliminary KPIs

1. Percentage of BCom students in French and English programs undertaking at least 4 experiential learning activities
2. Increase in the number of high school workshops and activities we undertake (approx. 50 to 60 by 2028)
3. Increase student enrolment in microprograms
4. Add 5 new countries to our offerings for international exchange through new student mobility agreements
5. Number of international programs (partnership or joint degrees) with international partner institutions
6. Number of international students and satisfaction level
7. Number of MBA français students and satisfaction level
8. Incremental revenue from new professional graduate programs
9. Percentage of BCom graduates completing the basic level of the new AI Fluency credential (by 2028)
10. Percentage of BCom graduates completing the intermediate or advanced level of the new AI Fluency credential (by 2028)

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Alumni, Business, and Academic Community

# Matter to the Communities That We Serve





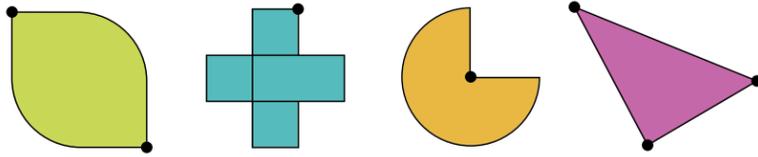
Alumni, Business, and Academic Community

**We are now deeply embedded in our community. Telfer graduates, organizations in Ottawa and beyond, and community partners increasingly rely on us.**

The development of this trust has been a collective effort, involving all internal stakeholders: researchers, instructors, professional staff, and students. A connection with Telfer leads to tangible benefits (e.g., access to talent, counsel, network) but, equally important, it leads to a sense of belonging to a forward-thinking, enthusiastic, and welcoming community. In today's society, these communities are becoming increasingly rare and, as a result, important.

## Objectives

- ✔ Strengthen our community engagement
- ✔ Position Telfer as a place for 'lifelong learning'
- ✔ Maintain our reputation for producing workforce-ready graduates
- ✔ Offer meaningful international experiences to help graduates become employable on a global scale



## Preliminary Initiatives

- Consolidate alumni groups
- Optimize alumni communications and event relevance
- Promote the notion of 'lifelong learning' to have graduates return for additional studies
- Enhance capacity of the Career Centre to ensure that students are 'employment ready' upon graduation
- Increase emphasis on International Exchanges
- Make our offerings clearer and better known to organizations and students

## Preliminary KPIs

1. Attendance of alumni in events
2. Social media connections
3. Alumni donations
4. Employer satisfaction with our graduates

*“What we affectionately call ‘Telfer Nation’ reaches beyond a great education and a terrific network; the Telfer reach is for making a difference to others.”*

— Kathryn Tremblay (BCom '95)



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People and Culture

**Operate as a Green,  
Healthy, Happy and  
Prosperous Organization**



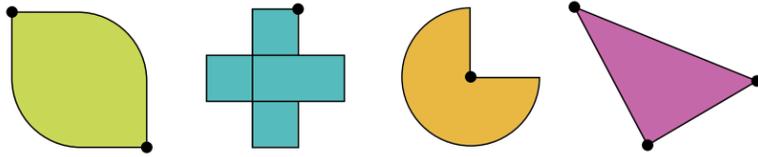
**We are dedicated to fostering an environment where we operate as a green, healthy, happy and prosperous organization.**

The past three years have made this pursuit challenging (post-pandemic adjustment, Workday, budget cuts, etc.) but we have made strides in improving our administrative process with the red-tape committee. Recommendations from the Sustainability taskforce will reinforce our commitment to the Greener pillar. The launch of the Happy and Healthy taskforce will do the same for those respective pillars.



## **Objectives**

- ✔ Integrate the Greener pillar into Telfer administration
- ✔ Develop the Happier and Healthier pillars for integration into Telfer Administration
- ✔ Ensure that Telfer is a destination for faculty and staff



## Preliminary Initiatives

- Establish a vibrant community of practice for teaching and learning (for professors to share experiences and practices, new colleagues to get support, program offices to offer awareness and training, etc.)
- Reinforce the culture of service excellence
- Develop a tradition of a regular and continuous staff satisfaction survey
- Complete the review and implementation of Polaris initiatives that meet Telfer's organizational needs
- Develop and strengthen sustainable operational systems, and develop supporting metrics (e.g., food management, paper use, active and collective commuting support, etc.)

## Preliminary KPIs

1. Metrics to support sustainable operations
2. Increased staff satisfaction
3. Increased attainment of service standards

*“At Telfer, we care for our community and for the people who make it all possible, daily, whether they are teaching at the front of the scene or working quietly backstage.”*

— Dorra Jemail  
Manager, Undergraduate Studies Administration



# Foundational Achievements 2022-2025

We have made meaningful and lasting progress towards our objectives over the past four years, and have summarized this momentum and progress here. We are looking forward to building on these significant achievements as we continue to shape a Better Telfer – for both today as well as far into the future.

# Overall Achievements

(2022–2025)

**+26%**

Increase in full-time, research-intensive faculty members (84 to 106)

**+8%**

Desmarais Building (DMS) becoming the de facto home of Telfer students, with an increase of Telfer courses delivered in DMS (+8%), as well as dedicated lounge spaces (+27%)

**+26%**

Increase in professors with external grants (from 54 to 68 percentage points, the only faculty at the University of Ottawa to show an increase)

**+233%**

Increase in the number of alumni volunteers who engage with students as guest speakers in classes, mentoring, and judging case competitions (From 90 to over 300)

**+47%**

Increase in Fellowships, Professorships, and Chairs (19 to 28)

# Research

(2022–2025)

**+22%**

Increase in total PhD funding (from \$72,000 to \$88,000 per student)

**+100%**

Increase in MSc program enrolment (from 24 to 48 students)

**+100%**

Increase in the number of active research groups (from 4 to 8)

**+42%**

Increase in grant applications (from 26 to 37) with a success rate above 50% every year

## Average Grant Amounts

SSHRC  
Insight

**\$103,322**

(11 in total)

SSHRC  
Insight Dev.

**\$65,622**

(17 in total)

SSHRC  
Partnership Dev.

**\$199,638**

(2 yrs; 3 in total)

NSERC  
Discovery

**\$205,833**

(7 in total)

NSERC  
Alliance

**\$143,900**

(1 yr; 1 in total)

CIHR  
Project

**\$1,220,223**

(2 yrs; 3 in total)

# Programs

(2022–2025)

An 8% increase in French Bachelor of Commerce (BCom) cohort size (versus 3% increase in English).

Over 20 new French Undergraduate (UG) course sections have been added in the last two years. At the graduate level, the French MBA has its highest enrolment ever and a new CPA in French will be offered in 2025-26.

All UG course syllabi indicate a direct link with one of the 4 pillars: Greener: 86% (from 47%); Healthier: 76% (up from 9%); Happier: 68% (from 51%); Wealthier: 80% (from 76%).

Increased experiential learning opportunities at all levels/programs.

- In every concentration, students end their journey with an immersive experiential capstone (1,500 students/year)
- Quintupled case competitions participation (over 2,000 students, in 23 internal and external competitions)
- Introduction of new micro-credit courses focusing on intensive experiential learning led by professors (Telfer Innovation Sprints) or student-directed (SLICCs)

Creation of 5 “new” microprograms (Sports Analytics; Business Sustainability; Entrepreneurship; Research; Work-Integrated-Learning) and reinforcement of existing 2 (Capital Markets and Management Consulting).

Increased holistic approach for the development of leadership and interpersonal competencies.

- BCom: formal methods for teamwork peer assessment and behavioural assessments in each year of the BCom program
- Career Centre: New activities and workshops to support career development: AI to support career development; Professional Associations Fair; sales development workshops
- MBA: Group coaching
- EMBA: Distributed leadership development program over three semesters
- EMHA: Individual coaching/mentorship

Introduction of flexible program using bi-modal and hybrid forms in all professional graduate programs. First fully asynchronous online program (EMHA).

# Development & Community Engagement

(2022–2025)

## \$21M

Raised in total, against a target of \$19M (+10.5%), to achieve record fundraising targets

## +Alignment

Secured transformational gifts that align with strategic priorities

## +Engagement

Created strategically-driven events to boost engagement (e.g., CEO Breakfast of the Year, Dean's Reception, Panda Alumni Party, Toronto top of the Tower event, Toronto Alumni Reception, Montreal Alumni Reception and Women in Leadership Workshop)

## Telfer United

Created regional advisory boards and amalgamated four alumni associations into one: Telfer United.

# Administration

(2022–2025)

Creation of a 'Red Tape Committee' and implementation of multiple recommendations, such as:

- New features and enhancement to TAPS (e.g. automation of Faculty's annual and academic leave reports, course selection)
- Annual Workday Training for Telfer Faculty
- Greater coordination among administrative units (working less in silos)

Greener taskforce completed report (implementation stage)

Healthy and Happy taskforce launched in 2025

Complete overhaul of Telfer and uOttawa's Faculty recruitment website

Increase participation of professional staff in management development program

Improved staff experience for attraction and retention

uOttawa onboarding portal and orientation sessions for new employees

Enhanced promotion and support for bilingualism (agreement with Language Services, sharing of available resources, and training during regular business hours – professional development)

Reinforcement of EDI initiatives (creation of EDI committee, promotion of various activities and guidelines)

Reinforcement of service excellence culture in support of our teaching and research mission



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École de gestion Telfer  
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